

AUG 3 1956

Analysis of D/M Attrition During FY 56

1. Your session of last Tuesday on the subject of attrition has prompted us to make a further analysis of this Division's experience during FY 56. We thought you would be interested in the results.

2. Total number of losses to the Division to all causes in FY 56 was 19. These losses may be immediately classified as follows:

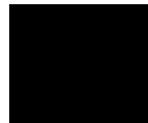
a. Non-controllable

These individuals departed for reasons which were fundamentally beyond our control. That is to say, departures were caused by conditions which were not amenable to correction either prior to the time of departure or at the time of departure. The following individuals fall within this category:

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GS-12
GS-11
GS-9
GS-12
GS-14
GS-11
GS-12
GS-12



Medical retirement
Military service

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25X1A2g

b. In effect, non-controllable

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Three other individuals left for reasons which were theoretically controllable, but in practice uncontrollable. Mr. [redacted] left to take an overseas position, [redacted] to take an overseas position, and [redacted] to have a baby. The first two cases were controllable only in the fact that the decisions to send them to those positions need not have been made. It is presumed, however, that the decisions were made in the best interests of the Agency -- i.e., that attrition was taken in order to satisfy a more important objective. In the case of [redacted], there was always the possibility that she might return after bearing her child. This is something we did not try to persuade [redacted] to do, since we felt that we could do considerably better by way of replacement.

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c. Controllable in principle

The last group of eight departures constitutes attrition which, in principle at least, could have been prevented. This is the body of people at whom conscious efforts to decrease attrition should in the main be directed. An explanation for each of the departures is as follows:

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GS-11, to Geographic Area. [redacted] discovered for the first time in BOC that GSA had a Geographic Area. Since he was a geographer by training, he became curious and checked with [redacted] after arriving for duty. After having worked for a time in the Chemicals Branch and investigating rather thoroughly the opportunities in the Geographic Area, he was able to secure for himself a position in that Area and asked to be released. We granted the release in spite of the fact that [redacted] showed promise of doing good work in the Materials Division. We did so because his major interests lay elsewhere and because failure to grant the release in the face of a positive need for his services in the other area could have created a difficult personnel problem for us.

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GS-13, Resigned. [redacted] was a person who probably never should have been hired for intelligence work to begin with. He was made Chief of the Economic Section of the Petroleum Branch -- a position which requires frequent contact with D/A and other parts of the organization. It also requires a man who is at ease with people and who likes meeting them and working with them. It quickly developed that [redacted] was quite shy and not at ease with other people; indeed, he was something of a lone wolf. It further developed that [redacted] could not accommodate himself to the environment under which research is conducted in ERA; that is, [redacted] may be crudely characterized as a researcher who prefers to pursue research on his own schedule and in his own way in a corner of the library. He simply could not adjust to annual programming, to the pressures that are continually imposed on our people, and to deadlines. The only way to keep a man like [redacted] is to revise our whole method of operation, which is quite clearly impossible. We explored with him other alternatives, but found him quite determined to resign. [redacted] previous job history indicates that he has not held any single position for a very long period of time.

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GS-9, Resigned. I had been aware for 2 or 3 months before [redacted] resignation that he was getting restless and was looking elsewhere. The straw that broke the camel's back was the undersigned's unwillingness to approve [redacted] for immediate promotion. I had a long talk with [redacted] on this subject and explained to him that his work thus far had not shown evidence of the ability required of a GS-11. I was as specific as I could be in pointing out deficiencies. [redacted] readily agreed that most of my criticisms were well taken. He felt, nonetheless, that he was doing well enough to be promoted at the time. I suggested

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25X1A9a to him that I would meet him half-way; that is, I would not necessarily wait until he had finished another major piece of research to make a final judgment. I stated that we would watch his work carefully on a current basis for another 4 or 5 months and reconsider the decision some time in the summer. The next day [redacted] announced his intention to resign. I do not honestly feel that his loss was a serious one; indeed, I think that we "flushed a person out" who would not have been a very successful analyst.

25X1A9a [redacted] GS-11, to OSI. We were very reluctant to lose
25X1A9a [redacted]. He had done good work and showed evidence of ability to
25X1A9a grow further. [redacted], however, is a trained metallurgist. He had
only limited opportunity in ERA to practice this specialty. He desired,
therefore, to go to OSI where he could do research in metallurgy. We
very reluctantly agreed to let him go.

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25X1A9a [redacted] GS-9, Resigned. [redacted] resigned after
25X1A9a he had been cleared and after he had reported for duty, but before he
had actually reported to the Branch. [redacted], during the period we
were negotiating with him, had in front of him several other offers.
He turned all these offers down to accept ours. Just a few days after
he had begun initial processing, one of the earlier offers from an oil
company was substantially improved upon, and [redacted] decided to
accept it. He did so shame-facedly and with considerable embarrassment,
but yielded in no way to our further blandishments.

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25X1A9a [redacted] GS-14, Resigned. [redacted] resigned to accept
25X1A9a a position as division chief with the Bureau of Mines. [redacted]
was particularly interested in the position offered, which was better
than any we could have hoped to offer him in the near future. In effect,
we were out-bid.

25X1A9a [redacted] GS-14, Resigned. You are already quite familiar
with this case.

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25X1A9a [redacted] GS-7, Resigned. [redacted] resigned to take
25X1A9a a position with an air line. Fundamentally, [redacted] was miscast
in ERA. His prospects for advancing beyond the GS-7 level were not
good. He simply did not know how to do economic research, although he
was a good linguist and well motivated. We made no attempt to hold him,
for we felt that his departure was a good solution to an otherwise very
difficult problem.

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3. The distribution of the personnel losses by grade is as follows:

GS-15	1
GS-14	3
GS-13	1
GS-12	5
GS-11	4
GS-9	3
GS-7	2

The departures seem to cluster at the GS-9, 11, and 12 level. It should be noted, however, that 8 of our 11 non-controllable losses fell into these grade brackets, including all the people we sent to [REDACTED]. It should also be noted that we probably had more 11's and 12's than any other grade, although I may be wrong on this point.

4. It is difficult to find any single reason or any single guiding principal to explain why these people left. Each case was almost a law unto itself. Only one suggestion comes immediately to mind, and this based not so much on evidence as a priori reasoning. That is, that we must make every effort in our recruiting to tell people what we do and to give them some indication of the conditions under which they will be operating. It is possible that some of the people who resigned would never have hired out to us if they had known what they were getting into. I have in mind specifically [REDACTED]

5. Certain other attrition which occurred just before and just after the period covered is as follows:

[REDACTED] You are quite familiar with this case.

[REDACTED] This is a resignation which might certainly have been prevented. [REDACTED] left both because there was a possibility of a better grade in another Government agency and because she felt that as a generalist she had no status in the Chemicals Branch. She was also subjected to very strong prejudice against female analysts. As the other side of the coin, [REDACTED] has been something of a problem herself, in respects which it would be too complicated to discuss here. On balance, I regretted losing [REDACTED]. I was sorry that I could not persuade her to change her mind. I told her in particular that I wished she had talked to me about her problems and given us a chance to reach some kind of solution. [REDACTED] left the Agency with great reluctance. I would not be surprised to see her return some day.

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[REDACTED]
[REDACTED]. All of these individuals left to take other positions, and
overseas, in the interests of the Agency. That is, these attritions
were both non-controllable and desirable.

[REDACTED] 25X1A9a

Distribution:

O&1 - DCh/E

2 - D/M

1 - Chrono

D/M/RR: [REDACTED] :tkp/3011 (3 Aug 56)

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